

SECRETARY'S OFFICE



The Secretary's Office provides overall leadership and support for the agency, under the direction of Secretary Robin Arnold-Williams and Deputy Secretary Blake Chard, through the assistant secretaries for the agency's five administrations (Health and Recovery Services, Economic Services, Children's, Aging and Disability Services and Juvenile Rehabilitation).

The Secretary's Office also provides agency-wide support through the Risk Management, Financial Services, Information Services, Management Services, Public Affairs, and the Planning, Performance and Accountability offices.

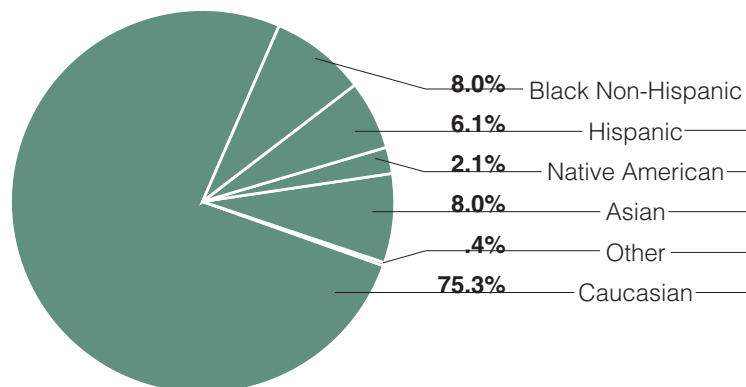
The Public Affairs Office responsibilities include Communications, Diversity Affairs, Government and Community Relations, Constituent Services and Indian Policy and Support Services.

The Special Commitment Center at McNeil Island, the Division of Deaf and Hard of Hearing and the Division of Vocational Rehabilitation are also directly supported within the Secretary's Office.

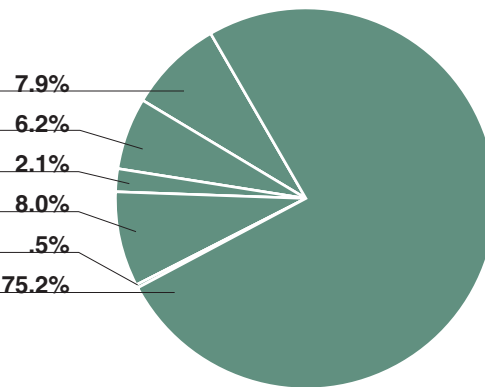
Secretary Arnold-Williams sets the tone for the office by reminding those who work there – including herself – why they have a job. “Why I have a job, and why anybody who works in the Secretary's Office has a job is to make sure that our people on the front lines can deliver the services the citizens of this state, through their elected representatives, have decided that we should deliver.”

Ethnicity and Race of DSHS Employees in the Agency

QUARTER BEGINNING (9/08)



QUARTER ENDING (12/08)



DSHS Agency Objectives and Action Plan

The Washington State Department of Social and Health Service's (DSHS) Secretary's Office, which provides departmental support to the agency's five Administrations includes following: Office of Deaf and Heard of Hearing (ODHH), Special Commitment Center (SCC), Division of Vocational Rehabilitation (DVR), Public Affairs, Financial Services, Planning, Performance and Accountability, and Management Services to oversee the progress and performance of nineteen specific strategies identified to address the under-representation of affected group members in DSHS. Some offices will identify objectives and action plans specific to their organization.

Affected group members as defined by Washington State Administrative Code and DSHS Administrative Policy are Women, African Americans/Black, Asians and Pacific Islanders, Hispanics, Native Americans/Indians, Vietnamese Veterans, Disabled Veterans, Persons with a Disability and over 40 years old.

In addition to guiding the agency into increased representation from all segments of Washington State's population through our workforce and delivery of culturally responsive client services, the Secretary's Office will seek diverse Washington Management Service and Exempt Executive level candidates to fill created or vacated positions.

The nineteen Objectives and Action Steps strategies identified for the 2007-2009 Affirmative Action Plan are:

The following strategies have been established to address under-utilization of affected groups throughout the agency's workforce.

1 Objective:

The Executive Leadership Team (ELT), composed of agency's Assistant Secretaries, Chief Executive Officers, Public Affairs Directors, and DSHS' Assistant Attorney General will review the Equal Employment Opportunity Plan for job groups with under utilization of affected group members. In addition to strategies outlined, they may identify other objectives and action steps.

Action Steps:

- DSHS' Executive leadership will review the combined Equal Employment Opportunity Plan and establish

parameters around interpreting minimum percentages, current and projected staffing, and strategy implementation.

- In reviewing the combined Plan, DSHS Executive Leadership Team will target efforts towards increasing equitable opportunities for the following job groups:

Asians/Pacific Islanders – Officials, Protective Services (Sworn), General Skilled Craft and Service and Maintenance;

African Americans/Blacks – (deficits exists within some Administration's Job groups);

Hispanics – Technicians, Protective Services (Sworn), General Skilled Craft, Service and Maintenance;

Native American/Indian – Technicians, General Skilled Craft, Service and Maintenance; and

Women – Technicians, Protective Services (Sworn), General Skilled Craft, Service and Maintenance.

- Management positions have been sorted by its level of responsibilities into the categories of Consultants, Managers and Policy-makers to identify areas for hiring and promotional opportunities.

2 Objective:

Develop six internal Equal Employment Opportunity Administration Plans. Each Administration's plan will indicate job groups where under-utilization of affected group members exists.

Action Steps:

- Review the plan with each Administration's Assistant Secretary to analyze and identify job groups where affected group members are under-utilized.
- Review the plan to disseminate information regarding the Equal Employment Opportunity and Affirmative Action Plans to their staff and hiring authorities.
- Identify technical assistance or resources needed from Diversity Affairs Office (DAO) to build strategies for solutions.
- Review the types of data sources and information available from Research and Data Analysis, Human Resources Division, and DAO.

3 Objective:

Each Administration will establish hiring and promotion goals for affected group members under-utilized in relevant job groups.

Action Step:

- Administrators will identify a target number of staff to be hired in under-utilized job groups based upon administrative budgets and staffing needs.
- Administrators will work with their hiring authorities and Human Resources Recruiter to promote equitable hiring and promotion opportunities when positions become available.

4 Objective:

Create and disseminate reliable data sources and materials to Administrations to establish achievable, measurable goals.

Action Steps:

- DAO will collaborate on data system enhancements with Research and Data Analysis to develop query capabilities to facilitate the methodology for the Equal Employment Opportunity and Affirmative Action Plan.
- Human Resources Division will organize and re-classify job titles and job groups to facilitate the cross-walk match with Washington State's Census Occupational Code data.
- DAO will adjust the methodology for the Equal Employment Opportunity and Affirmative Action Plan update based upon the revised internal data information.
- DAO will be responsible for data sources related to affirmative action and equal employment opportunity planning.

5 Objective

Produce a monthly Affirmative Action Report for each administration that lists their workforce utilization in all relevant job groups.

Action Steps:

- DAO will update its current production of the Affirmative Action Results by Administration monthly reports with the new affirmative action data. DAO will provide Research and Data Analysis with the completed data.
- Affirmative Action Results by Administration monthly reports will identify affirmative action and equal employment results on affect group members in each job group.
- DSHS' Research and Data Analysis will access DSHS' statistical workforce raw data from the Department of Personnel's Business Warehouse and produce the monthly report.
- The Affirmative Action Results by Administration report will be made available electronically to each Assistant Secretary to review workforce composition.
- DAO works with each Assistant Secretary to help facilitate better use of these reports and recommend strategies to increase representation of affect group members where needed.
- To disseminate inclusion training statewide, the DAO in conjunction with Human Resources will create an "information fact sheet" to provide guidelines on inclusion of all affected group members in the hiring and interview process. The fact sheet will emphasize the agency's position on establishing parity in job groups where affected group members are under-utilized.
- Information fact sheets will be distributed electronically monthly with the DSHS' Affirmative Action Results by Administration report to our statewide Human Resource Recruiters or appointed staff. The intent of this document is to provide hiring authorities a monthly reminder of the parameters for including workforce candidates from affected groups.

6 Objective:

Provide a standard affirmative action implementation plan response for all Administrations whose programs seek national accreditation.

Action Steps:

- Children's Administration will use a brief description of the Affirmative Action Plan's methodology and strat-

egy implementation plan to document their region's response to implementing affirmative action for the National Council on Accreditation's Human Resource Standard.

- All DSHS Administrations undergoing an accreditation process will have this document available for a response to how the agency conducts affirmative action and equal employment opportunities.

7 Objective:

Create a system to periodically review and monitor job applications of affected group members.

Action Steps:

- DAO will enter an agreement with the Human Resources Division to receive the list of names and reasons for removal from the candidate and/or applicant pool.
- Review data collected on affected group candidates that are removed from the applicant hiring pool in all job groups along with supporting documentation for the removal.
- Review data to provide insight into barriers to hiring, the interview process, and to reasons for candidates excluded from the process.
- Establish a system to identify trends in reviewed and monitored hiring information.

8 Objective:

Establish management accountability for achieving DSHS' Affirmative Action and Equal Employment Opportunity Plan results.

Action Step:

- Human Resources Division has inserted in the revised DSHS Washington Management Services Administrative Policy 18.58 Standard 82D: "Performance appraisals conducted on all hiring Supervisors include an evaluation of the Supervisor's achievement of DSHS' Affirmative Action Plan objectives and progress toward attaining affirmative action results."

9 Objective:

Establish DAO as the "Information Contact" authority in DSHS Affirmative Action Administrative Policy 18.25.

Action Steps:

- DSHS Affirmative Action Administrative Policy 18.25 will be revised from Human Resources Division to the DAO as the Information Contact for affirmative action.
- DAO has the authority within DSHS to request and collect information related to affirmative action and equal employment opportunities.

10 Objective:

Create a data source from workforce and job applicant complaints filed with DSHS Human Resources Division's Investigation and Reasonable Accommodations Unit (IRAU).

Action Steps:

- DAO will enter an agreement with the Human Resources Division to receive data collected from workforce and job applicant complaints submitted to the IRAU by affected group members.
- Data collected will be analyzed to provide insight into barriers to hiring, retention and promotion including the application and interview process from the affected group member's perspective.

11 Objective:

Staff will participate in Sexual Harassment training that can be tracked and reported to the Department of Personnel to meet future state and federal requirements.

Action Step:

- DSHS' provides a mandatory on-line Sexual Harassment training program for all staff in a format that meets the state and federal requirements.

12 Objective:

Include the protection of persons with military or veteran status from discrimination into DSHS policy.

Action Step:

- Incorporate newly passed Senate Bill 5123 which protects veterans or military status citizens from discrimination into the Equal Employment Opportunity Policy Statement.

13 Objective:

Monitor statewide hiring through the Human Resources Management System's E-Recruiting process.

Action Steps:

- DAO will use the "Candidacy Statistics with Diversity Information" data analyses to periodically monitor the statewide hiring process.
- Job announcements and information on applicants that were recruited, interviewed and hired will be analyzed.

14 Objective:

DSHS' Human Resources Division will encourage the completion of the job application's "Diversity Profile" sheet to increase the identity of affected group members that apply for jobs.

Action Steps:

- DSHS' Human Resources Division will work in conjunction with the DAO to develop an explanation of how information from the employment application's "Diversity Profile" questionnaire is used to establish evidence of available diverse workforce candidates.
- DSHS' Human Resources Division and the DAO will post the "Diversity Profile" explanation on its websites.

15 Objective:

DSHS will increase its recruitment visibility within Washington State.

Action Steps:

- Recruitment of a diverse Executive and Management candidate pool will be conducted statewide.
- DSHS will provide a Recruiter to address recruitment and retention of qualified diversity candidates from the affected groups.

- The Recruiter will provide measurable results of technical assistance provided, diversity applicants referred for positions within DSHS, and the number of job fairs and special events attended.

16 Objective:

DSHS will collaborate with community groups, tribes and organization to increase awareness of hiring opportunities.

Action Steps:

- DAO's Executive Outreach Manager will work with community organizations, Ethnic Commissions, Native American Tribes and organizations, Veteran organizations and People with Disabilities to ensure they are aware of job opportunities within DSHS.
- DAO's Executive Outreach Manager will attend job fairs, diversity meetings, and special events designed to increase the applicant's pool for consideration of job opportunities within DSHS.

17 Objective:

DAO and Human Resources Division will collaborate to enhance the applicant screening and interview process.

Action Steps:

- DAO's Executive Outreach Manager will work in partnership with Human Resources Division to be involved in the applicant screening and interview process.

18 Objective:

Access to statistical information for local offices that compares staff composition to client demographic population being served is available.

Action Steps:

- Upon request, DAO provides access to local office statistical information on affected group members based upon demographics of clients served and staff composition. Analysis provides a demographic profile of clients served, availability of workforce by professions in the community served, and affected group staff ratio to minority clients being served in the community.

19 Objective:

Provide a venue for DSHS partners and community stakeholders to collaborate on strategies to reduce under-utilization for future updates to the Equal Employment Opportunity and Affirmative Action Plans.

Action Steps:

- DSHS will identify community members and stakeholders to form a workgroup that will focus on strategies to increase parity.
- The Affirmative Action and Equal Employment Opportunity Plan update will include strategies identified through collaboration with staff, community groups and our partners, Hispanics, Native Americans/Indians, Vietnam-era Veterans, Disabled Veterans, Persons with a Disability and over 40 yrs old.